COLLABORATION DEVELOPMENT PROGRAMME UPDATE

NHS
North West London
Collaboration of
Clinical Commissioning Groups

Reporting period	August 2018

Headline summary	Senior commissioning roles, agreed with the leadership in August, is progressing through internal recruitment. Further OD requirements are to be directed by new leadership, once in post. Joint GB seminar delivered on 2 August 2018; Governance are collating feedback which will be circulated to attendees imminently. Governance products are nearing completion and ready for final engagement before September Governing Bodies. Programme is now preparing plans for stage two - with a focus on corporate services and related priorities to deliver between now and the end of the programme in March 2019.	RAG status	A

Activities completed during this period (July/Aug)

- **Governance products** for the Joint Committee and related sub-committees have been drafted and co-designed with key stakeholders. These were reviewed at a Joint Governing Body Seminar held on 2 August 2018. Feedback from all stakeholders is being collated and analysed, with any final changes made to products before submission to September Governing Bodies for ratification.
- **Communications** for collaborative working and narrative for the Joint Committee has been published, FAQs are now available on our website and a new coversheet for papers was developed.
- **People and Organisational Design** has held engagement workshops for acute, primary care and mental health commissioning. Recruitment has commenced for Director of Commissioning and associate director roles. Five workshops were held for Quality and Nursing, and ways of working proposal is under development for Senior Management review in September. Recruitment and OD is underway for other key areas.
- The Collaboration Development Programme Board in August agreed key priorities to support collaborative working to be delivered between now and March 2019.

Activities planned for the next period (Sept)

- Collating feedback for GB members from Joint GB seminar on 02 August. Ensuring issues raised at seminar are addressed and develop subsequent iteration of governance products. Deliver coversheet training for staff.
- Preparing to wrap up phase one of the programme – organisational design of leadership team and core governance product development with related communications.
- Focus on corporate services pilot plan and implementation, including key inter-dependent deliverables and success criteria agreement by Directors.
- Scope and agree plans for next six months of programme, including mandatory training, active directory, branding and staff guidance.
- Recruitment process for senior commissioning roles to commence.
- Proposal for Quality and Nursing directorate to be reviewed by leadership in September.

Key risks	RAG	Mitigation
Functions may become 'orphaned' during the development of new roles (eg governance in BHH) leading to lack of grip and delivery oversight	15	A register has been established by the POD workstream to identify and track key functions that have or may become 'orphaned' during the change process. Where necessary, interim management arrangements are being put in place to ensure no loss of delivery/oversight. Plans for the remaining roles will ensure permanent homes are found for all displaced functions.
Legal challenge to establishment of Joint Committee forces a hiatus for implementation of a decision-making Committee	12	Publish assurances re local accountability, develop broader communications strategy that provides a simple and clear narrative on why the Committee is needed and how it benefits residents, and engage proactively with key stakeholders (e.g. HealthWatch, NHS E etc). Strong communication flow to support across and out of the programme, including a continuous loop into SMT.
We may not be able to recruit, or retain, staff for key posts in NW London leading to hiatus in delivery or leadership during transition (and turbulent time), with potential negative impact to BAU and significant delay to the programme	12	Full recruitment drive with campaign planned, using other forums to NHS jobs. Planning internal comms strategy to support retention of our skilled workforce. POD stream planning analysis of turnover data and accompanying action plan to support recruitment and retention going forwards to mitigate future risk.